

BERKSHIRE HATHAWAY INC.

1440 KIEWIT PLAZA  
OMAHA, NEBRASKA 68131  
TELEPHONE (402) 346-1400  
FAX (402) 346-0476

WARREN E. BUFFETT, CHAIRMAN

June 21, 2012

Mr. Denis Abrams

[REDACTED]

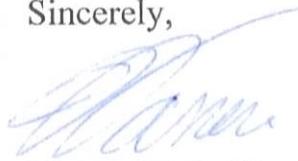
Dear Denis:

The recent story coupling a top management convocation on a boat with the decision to make a management change at Benjamin Moore is completely false. I had never heard of the boat trip prior to reading about it in the paper on June 14. There was no reason for you to let me know about the meeting and, if you had, I would have had no objection to it at all.

Our decision to make a change was based on a differing view about distribution channels and brand strategy for the future. No one can know which of us will be proven right, but it was a decision of key importance and therefore one I needed to make.

Thank you for your efforts on behalf of Benjamin Moore, and I wish you all the best.

Sincerely,



Warren E. Buffett

WEB/db